

and secondly, logistical and organizational support for these measures is largely carried out by agents and tourists themselves, thirdly, already developed and operates the public system of training and personnel, which has minimal expenditures from the state can continue to function effectively. But as adventure tourism, if transitions to a higher level and more extreme, would require material investments as equipment and travel to the place - not cheap entertainment [4, p. 147].

However, to date, despite the potentially great opportunities available, its social and economic importance, extreme sports and tourism in Ukraine underdeveloped. Difficulties encountered in the development and extreme sports tourism, especially related to economic problems of society, as well as the almost complete absence of the state and public support of the sport, imperfection and, in some cases, lack of modern regulatory -legal, methodological and information base, which would take into account its realities, as well as internal organizational problems in the tourism and sports movement that accumulated over the years.

And despite this, the most promising regions of extreme tourism in Ukraine is the Ukrainian Carpathians, Dniester and Dnieper with their rapid waters and lush valleys and big cities, the development of new, modern forms of extreme tourism. Such as base-jumping and free ride.

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## **REGIONAL INDUSTRIAL COMPLEX MANAGEMENT: VISTAS AND CHALLENGES**

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New challenges that Ukraine faces demand new approaches including immediate empowerment of regions, forming conscious regional policy as well as legal framework and appropriate mechanisms for its implementation. The efficiency of operation and development of the regional management mechanism is defined by an adequate system of strategic frameworks for regional development, which takes into account the complexity and a high dynamics of the processes that occur inside and outside the region as an economic system, and provides participation of all interested sides in the strategic process.

Development of competitive, efficient and economic forms of management within the framework of regional economic systems is a general trend of the world and, what is even more important, of the European economic and social development. Therefore, the trend requires forming conceptual approaches for a sustainable development, based on the main provisions of the European Charter for Regional Development. The transition to the market economy requires structure improving for the region's economic environment aimed at their comprehensive development, rational use of economic potential and effective interaction in the national economy. Each economic region is an indivisible territorial economic system in which the main role belongs to the market sectors.

The current state of the Ukraine's economy is a differentiated environment that is characterized by a clear delineation of three major groups, which include various industrial enterprises of the country. The first group is represented by the enterprises that were able to adapt to the changes in the dynamic external environment and are currently developing; the second group includes those enterprises that lag behind the first group, but have already stabilized their position; and the third group covers the enterprises which have neither funds nor a desire to change something in order to survive, therefore, those are the enterprises on the verge of bankruptcy.

A constant turnover of the competitive advantages requires a change in the management system, primarily by implementation of strategic approaches introduction to the industrial complexes management in various regions of Ukraine. Deepening of the market transformation processes in Ukraine strengthens the dependence of the enterprises' efficiency on determining of long-term goals and strategies for achieving and progressively introducing of the proportions for resources allocation into the economy of the regions as well as the dynamics of their long-term balance. The development of industrial enterprises is defined as an irreversible directed and appropriate change of the system based on implementation of the inherent mechanisms of self-organization. Development of the system means its ability to transform while maintaining relative stability and resistance to change.

Formation of goals is seen as the process of establishing parameters for the most appropriate expected condition of the enterprise at a fixed point of time during its development taking into account the dynamics of the external environment and the productive capacity of the enterprise. All activities of the company both in internal and external areas should be systematically and continuously improved in accordance with the established goal, which can be described by means of specific targets (indicators).

Achieving the enterprise development goal, as opposed to the functional goal, for example, an increase in production is usually associated with significant changes in the parameters of the internal environment and organizational transformations. The main goal of the enterprise's existence is the business mission, which determines a choice of the field in the economy, an assortment and a range of products, areas of profits and investments distribution, a system of subordinate goals to achieve the main purpose. The requirements to the industrial enterprises' products quality are

constantly increasing under the conditions of market economy that requires a scientific support and a technological renewal of the production.

The current state of the economy development in Ukraine is marked by a lack of unity of theory and practice that frequently develop separately. This fact can be explained by a relatively short period of time that a new in essence economic system exists which does not give an opportunity to trace the action of the economic laws and, therefore, determine the mathematic expectations of the prognosticated results with a high level of probability.

Apart from the general principles for the approaches' selection for Ukrainian economy stabilization a great attention has been put on the methods for improving the efficiency of management of the regional industrial complexes to increase the quality of life for the regional community.

The efficiency of the regional management mechanism functioning and development is marked by an adequate system of strategic bases for the regional development which considers the complexity and a high dynamics of the processes happening inside and outside of the region as an economic system and guarantees an involvement of all interested sides into the strategic process.

It should be noted that a constant change of competitive advantages requires a change of the management system using, first of all, strategic approaches to management of the regional industrial complexes of Ukraine. Intensification of the market transformation processes in Ukraine increases the dependence of their results from setting goals, strategies for the goals' achievement, sequence of the goals' implementation, proportions of the resources distribution in the region' economies, dynamics of their long-term balance.

The current state of the Ukrainian producers is complicated. A long-term development under the conditions of the centrally planned economy, a slow transformation of the economic relationships, a slow tempo of the market institutions' reformation, a low level of business ethics and organizational culture, strained relations of production, specific market requirements related to a solvent demand stand in the way of the process of new management concepts adaption.

As the result of lack of attention to the importance of the adaption process, the instrument of the strategy realization, namely, the industrial enterprise policy, has been also isolated from the reality in many cases and used one-sidedly.

The integrated goal of the organizational industrial structures activities is finally to provide an economic balance of the chain of values of separate structural elements within the framework of the selected economic policy. The chain of values for any enterprise or a production complex involved in any activities is an approved set of activities, which produce values, starting from the sources of raw materials for components suppliers up to the finished product delivered to the consumer. In this case, the processes are highlighted which happen outside any economic object and any economic object is considered in the context of the general chain of the activities which produce a value as well as one of the elements of this chain running from the raw material to the consumer.

In this connection, the production process should be modelled both for ordinary and critical situations from the position of an optimal economic policy for all the participants of the process. Every member of the organizational and productive structures of the productive system and system overall is secured to get an optimal benefit (profit) for the conditions of the current market in case of a correct modelling and implementation of the decisions. Such an optimization is provided by a complex minimization of expenditures on stocks in the production system, a more intensified accounting and control over the production process at all levels, strengthening of the dependence of the final results and the labor cost which results in the motivation increase of the production personnel.

Therefore, if a situational economic management for regional industrial complexes development is considered, the priority should be marked as an expedient use of resources which secures the production process, namely, material, labor and informational resources.

## **INNOVATION AND SPECIALIZATION IN THE TOURISM INDUSTRY**

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In recent years, the tourism industry has brought in significant changes to adapt to the development and use of new technologies. Several important aspects related to location, such as specialization, diversity and competition levels present in the area where the tourism industry is located, may determine the greater or lesser technological development of the tourism industry. Nevertheless, firms are the last agents to decide whether to innovate, and as such, it is interesting to study how innovations affect firm profitability.

The capacity to innovate, that is, the potential to adopt and use new technologies in the productive and management process [1], is increasingly seen as a factor in determining competitiveness. The service industry and in particular the tourism industry also participates in innovative development but in a rather peculiar way given the specific characteristics of the tourism industry (intangibility, interactivity, value systems and diversity, among others). These characteristics have several theoretical consequences for the definition of innovation in the service industry and in the tourism industry in particular.

Differences in terms of innovation sometimes seem greater within the service industry itself than they do between different service industries, bearing in mind that the types of products vary widely from one service activity to another. As such, the study of innovations within the tourism industry is subject to a number of peculiarities and most works are all too often centred on information and communication technologies (ICT), leaving aside other intensive technologies which have also been increasing steadily in service industries, in hotels and in transport.